

# FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

## Vizcaya Museum and Gardens

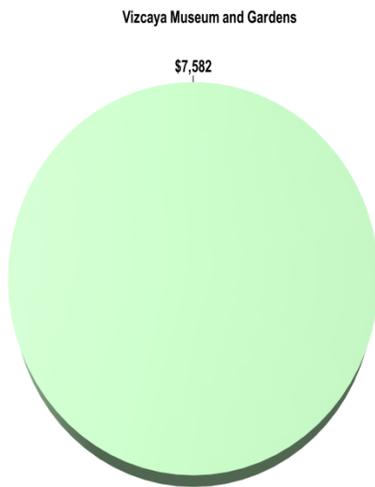
Vizcaya Museum and Gardens (Vizcaya) is a National Historic Landmark that enriches the life of Miami-Dade residents and visitors by providing public access to, and educational opportunities surrounding, unique historic architecture, gardens and environmental resources, and a rich collection of artwork.

As part of the Recreation and Culture strategic area, Vizcaya preserves the Miami estate of agricultural industrialist James Deering to engage the community and its visitors in learning through the arts, history, and environment. The Museum provides visitors the opportunity to explore a Mediterranean-inspired house and gardens and one of the few surviving sections of native South Florida hammock forests in metropolitan Miami. Vizcaya focuses on preserving this important landmark site and on providing educational and cultural programs for residents and visitors.

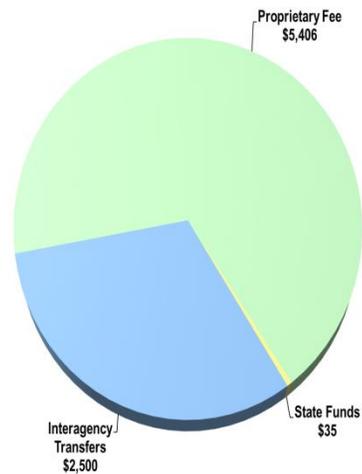
Vizcaya's stakeholders include Miami-Dade County residents, visitors, artists, educators, researchers, and historians.

### FY 2014-15 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)

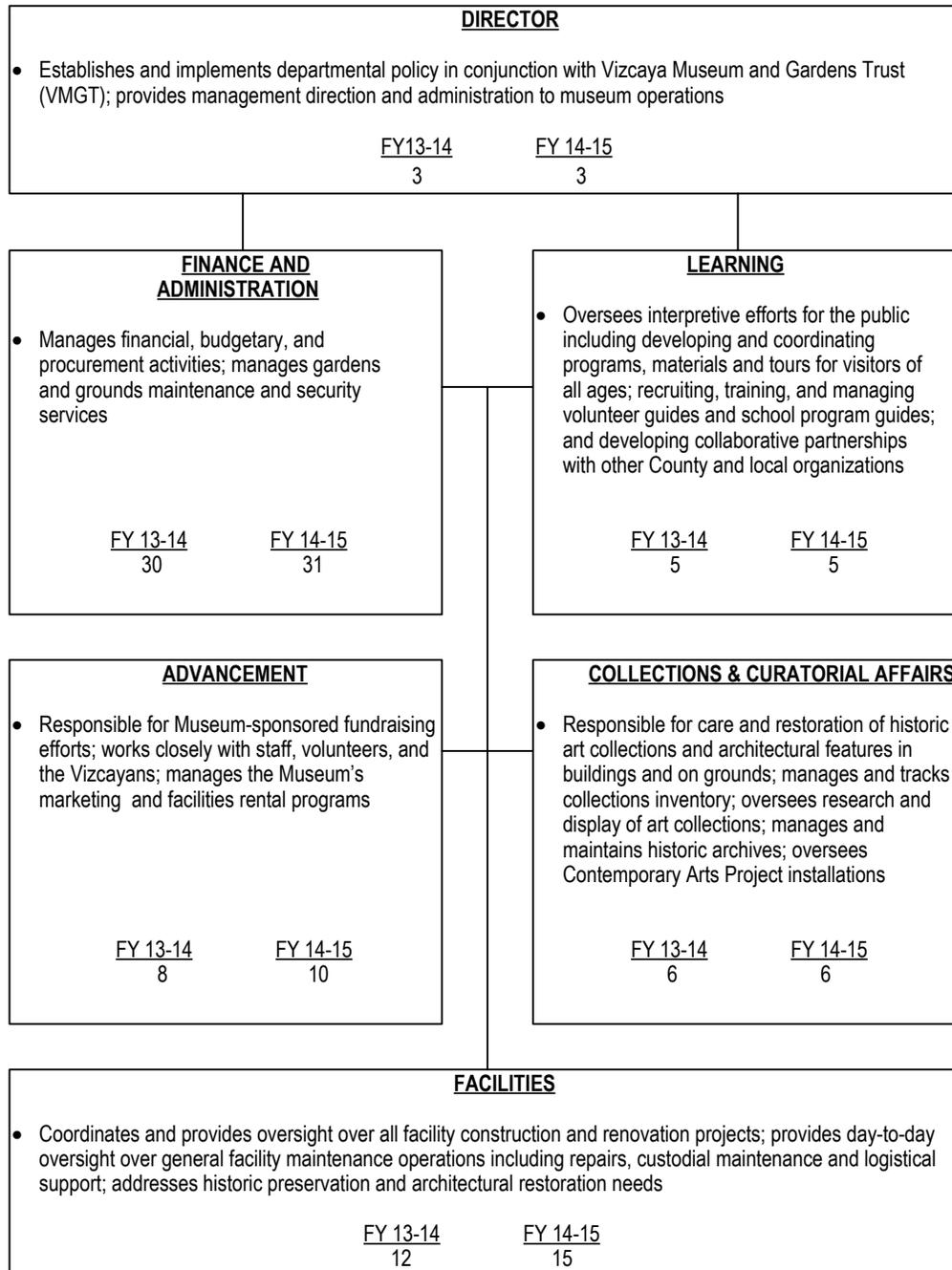


**Revenues by Source**  
(dollars in thousands)



# FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**



The FY 2014-15 total number of full-time equivalent positions is 75

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
Fees and Charges	3,428	4,211	4,117	4,355
Carryover	906	672	851	859
Donations	63	74	80	149
Interest Income	1	2	1	3
Miscellaneous Revenues	41	66	40	40
State Grants	22	49	35	35
Interagency Transfers	6	0	0	0
Convention Development Tax	1,121	1,656	2,500	2,500
Total Revenues	5,588	6,730	7,624	7,941

### **Operating Expenditures**

<b>Summary</b>				
Salary	2,650	2,540	3,215	3,598
Fringe Benefits	847	907	1,259	1,395
Court Costs	0	0	4	4
Contractual Services	513	442	792	923
Other Operating	676	769	1,175	1,178
Charges for County Services	224	355	328	384
Grants to Outside Organizations	0	0	0	0
Capital	6	69	300	100
Total Operating Expenditures	4,916	5,082	7,073	7,582

### **Non-Operating Expenditures**

<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	1,263	1,241	0	0
Reserve	0	0	551	359
Total Non-Operating Expenditures	1,263	1,241	551	359

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: Recreation and Culture</b>				
Vizcaya Museum and Gardens	7,073	7,582	64	70
Total Operating Expenditures	7,073	7,582	64	70

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	150	147	168	147	200
Fuel	8	9	10	11	11
Overtime	89	91	80	99	70
Rent	85	119	98	103	120
Security Services	7	1	10	2	0
Temporary Services	15	33	30	33	50
Travel and Registration	10	21	37	28	41
Utilities	604	348	439	425	452

### PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 13-14	Proposed Fee FY 14-15	Dollar Impact FY 14-15
• Adult Groups - Each Reserved Group of up to 25 People: Self-guided Visit (Per Person Fee for Group of 25 Remains \$12)	0	300	\$0
• Adult Groups - Each Reserved Group of up to 25 People: With Guided Tour (Per Person Fee for Group of 25 Remains \$20)	0	500	\$0
• Adult Groups - Each Reserved Group of up to 25 People: With Guided Tour (Per Person Fee for Group of 25 Remains \$25)	0	625	\$0
• Student Groups - Reserved School Group 10-35 Students(Per Student Fee for Group of 35 Remains \$5)	0	175	\$0
• Student Groups - Reserved School Group 36-50 Students	0	250	\$0
• Student Groups - Reserved School Group 51-70 Students	0	350	\$0
• Student Groups -Each Reserved College/University Group of up to 25 Students	0	125	\$0
• Film and Photo - Commercial: Each hour from 6:30am to 8:30am and from 5:30pm to 6:30pm	1,000	1,500	\$0
• Film and Photo - Commercial Still Photography: Small-scale Commercial Still Photography up to 20 talent/crew and limited to 1 trailer/related vehicle)	0	2,500	\$0
• Film and Photo - Commercial Still Photography: Medium-scale Commercial Still Photography up to 40 talent/crew and limited to no more than 2 trailers/related vehicles)	0	5,000	\$0
• Film and Photo - Commercial Still Photography: Large-scale Commercial Still Photography (up to 60 talent/crew and limited to no more than 3 trailers/related vehicles)	0	7,500	\$0
• Film and Photo - Commercial Still Photography: Extra large-scale Commercial Still Photography up to 80 talent/crew and limited to no more than 4 trailers/related vehicles)	0	10,000	\$0
• Film and Photo - Commercial Still Photography: Each hour from 6:30am to 8:30am and from 5:30pm to 6:30pm	200	500	\$0
• Film and Photo -Personal Photography Permit provides entry for up to 5 people)-Saturdays and Sundays	150	250	\$0
• Miscellaneous Facility Rental Fees - Weekly Late Fee for each week after deadline that full payment is due	0	200	\$0

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: VIZCAYA MUSEUM AND GARDENS

Vizcaya Museum and Gardens preserves the historical legacy of a Mediterranean-inspired estate and provides public access to, and educational opportunities surrounding, unique historic architecture, gardens and environmental resources, and a rich collection of artwork.

- Cares for historic artifacts and architectural features in the Main House and gardens
- Manages facilities, gardens and grounds maintenance, and security services
- Develops educational and cultural community outreach programs for residents
- Recruits and trains volunteers and maintains partnerships with other cultural organizations
- Develops and implements policy in coordination with the Vizcaya Museum and Gardens Trust

#### Strategic Objectives - Measures

- RC2-1: Increase attendance at recreational and cultural venues

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Enhance cultural learning experience for visitors	Total Museum Attendance	OC	↑	170,772	192,741	175,500	193,000	193,000
	Number of Social Media Participants/Fans*	OC	↑	N/A	N/A	N/A	N/A	15,000

\*This is a new measure as part of Vizcaya's strategic plan to increase its marketing efforts

- RC3-1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Enhance cultural learning experience for visitors	Public programs offered	OP	↔	91	74	74	74	80
	Percentage of participants at select public programs reporting that the program met or exceeded expectations	OC	↑	98%	97%	95%	95%	95%

- RC3-2: Strengthen and conserve local historic and cultural resources and collections

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Enhance fundraising and other advancement initiatives to meet museum needs	Earned Revenue (in thousands)	OC	↑	\$3,470	\$4,271	\$3,744	\$4,391	\$4,398
	Facility Rental Revenue Earned (in thousands)	OC	↑	\$897	\$1,184	\$1,000	\$1,200	\$1,200
Enhance care of Vizcaya's unique historic collections	Historical presentations and/or publications	OP	↔	14	12	12	19	16

#### ADDITIONAL INFORMATION

- As part of Vizcaya's five-year strategic plan, the Department's FY 2014-15 Proposed Budget includes the restructuring of its fee schedule for better alignment of the services provided and the needs requested; the restructuring of the fee presentation is projected to be revenue neutral
- The Vizcaya Museum and Gardens Trust adopted a five-year strategic plan in September 2013 that focuses on repositioning Vizcaya as an increasingly vital community resource and restructuring the organization to enhance private fundraising as its 2016 Centennial approaches

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

- To increase Vizcaya's earned and contributed revenues through facility rentals and fundraising events, the Agency added a part-time Program Assistant and a Special Events Coordinator in the Advancement Division in FY 2014-15 (\$99,000)
- As part of Vizcaya's efforts to increase private support and improve constituent communications, the Agency added a Data Entry Specialist 2 in the Advancement Division in FY 2014-15 (\$49,000) to maintain its donor and membership database and process membership renewals
- As programmatic and earned revenue activities increase, and following many renovation and restoration projects, it is important for Vizcaya to improve its cyclical and preventative maintenance programs to preserve the integrity of its art collections, historic architecture and museum-quality grounds, so the Agency added one full-time Park Attendant (\$44,000) in the Horticulture Section; one full-time Maintenance Repairer, a Custodial Worker 2, and a Maintenance Mechanic in the Facilities Division (\$135,000); and one part-time Collections Care Specialist in the Collections and Curatorial Affairs Division (\$49,000) in FY 2014-15
- As part of Vizcaya's efforts to improve its technological infrastructure for enhanced visitation, membership, fundraising and communications activity, the Agency will hire an IT Consultant in FY 2014-15 (\$50,000)
- Vizcaya Museum and Gardens continues its extensive volunteer program and partnerships to support services and enhance current operations; Vizcaya will continue to offer internships, which provide college credit from local universities
- Vizcaya will continue to partner with local organizations to present engaging and relevant programs for visitors and with Miami-Dade County Public Schools to present thematic tours that support both State and County curriculum standards in visual arts, social studies, and language arts

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
<b>Revenue</b>									
FEMA Hazard Mitigation Grant	1,400	0	0	0	0	0	0	0	1,400
Save America's Treasures Grant	300	0	0	0	0	0	0	0	300
BBC GOB Financing	0	4,895	11,550	4,039	0	0	0	0	20,484
BBC GOB Series 2005A	343	0	0	0	0	0	0	0	343
BBC GOB Series 2008B	566	0	0	0	0	0	0	0	566
BBC GOB Series 2008B-1	1,405	0	0	0	0	0	0	0	1,405
BBC GOB Series 2011A	4,256	0	0	0	0	0	0	0	4,256
BBC GOB Series 2013A	527	0	0	0	0	0	0	0	527
BBC GOB Series 2014A	1,414	0	0	0	0	0	0	0	1,414
Department Operating Revenue	25	175	0	0	0	0	0	0	200
Donations	400	0	0	0	0	0	0	0	400
Total:	10,636	5,070	11,550	4,039	0	0	0	0	31,295
<b>Expenditures</b>									
<b>Strategic Area: Recreation And Culture</b>									
Facility Improvements	25	175	0	0	0	0	0	0	200
Vizcaya Facility Improvements	10,611	4,895	11,550	4,039	0	0	0	0	31,095
Total:	10,636	5,070	11,550	4,039	0	0	0	0	31,295

### **CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The FY 2014-15 Proposed Budget and Multi-Year Capital Plan includes \$4.895 million of capital expenditures for various restoration and enhancement projects funded with Building Better Communities General Obligation Bond (BBC GOB) program funding proceeds to include offsite storage of Architectural Drawings and Collection items, restoration of Main House and Historic Grounds and Gardens, and the Vizcaya Village

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **RESTORATION AND ENHANCEMENT TO VIZCAYA MUSEUM AND GARDENS - MISCELLANEOUS PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM**

**PROJECT #: 1705950**



DESCRIPTION: Restore and enhance the main house, garden, and village  
 LOCATION: 3251 S Miami Ave City of Miami District Located: 7 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Save America's Treasures Grant	300	0	0	0	0	0	0	0	300
BBC GOB Financing	0	62	0	0	0	0	0	0	62
BBC GOB Series 2005A	343	0	0	0	0	0	0	0	343
BBC GOB Series 2008B	566	0	0	0	0	0	0	0	566
BBC GOB Series 2008B-1	1,405	0	0	0	0	0	0	0	1,405
BBC GOB Series 2011A	2,220	0	0	0	0	0	0	0	2,220
BBC GOB Series 2013A	96	0	0	0	0	0	0	0	96
BBC GOB Series 2014A	48	0	0	0	0	0	0	0	48
Donations	400	0	0	0	0	0	0	0	400
<b>TOTAL REVENUES:</b>	<b>5,378</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,440</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	1,292	0	0	0	0	0	0	0	1,292
Construction	3,635	62	0	0	0	0	0	0	3,697
Project Administration	399	0	0	0	0	0	0	0	399
Construction	52	0	0	0	0	0	0	0	52
<b>TOTAL EXPENDITURES:</b>	<b>5,378</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,440</b>

#### **TICKET BOOTH**

**PROJECT #: 1706020**



DESCRIPTION: Construct a new ticket booth  
 LOCATION: 3251 S Miami Ave City of Miami District Located: 7 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	25	175	0	0	0	0	0	0	200
<b>TOTAL REVENUES:</b>	<b>25</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	25	0	0	0	0	0	0	0	25
Construction	0	150	0	0	0	0	0	0	150
Project Administration	0	7	0	0	0	0	0	0	7
Project Contingency	0	18	0	0	0	0	0	0	18
<b>TOTAL EXPENDITURES:</b>	<b>25</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

**RESTORATION AND ENHANCEMENT TO VIZCAYA MUSEUM AND GARDENS - PHASE II, III AND IV (SCHEMATIC) PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM**

**PROJECT #: 1709910**



DESCRIPTION: Restore the main house skylight and envelope, seawall, barge, and natural areas; and provide schematic design for Phase IV  
 LOCATION: 3251 S Miami Ave City of Miami District Located: 7 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
FEMA Hazard Mitigation Grant	1,400	0	0	0	0	0	0	0	1,400
BBC GOB Financing	0	4,833	11,550	4,039	0	0	0	0	20,422
BBC GOB Series 2011A	2,036	0	0	0	0	0	0	0	2,036
BBC GOB Series 2013A	431	0	0	0	0	0	0	0	431
BBC GOB Series 2014A	1,366	0	0	0	0	0	0	0	1,366
<b>TOTAL REVENUES:</b>	<b>5,233</b>	<b>4,833</b>	<b>11,550</b>	<b>4,039</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,655</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	568	1,090	730	120	0	0	0	0	2,508
Construction	3,929	3,423	10,500	3,919	0	0	0	0	21,771
Project Administration	736	320	320	0	0	0	0	0	1,376
<b>TOTAL EXPENDITURES:</b>	<b>5,233</b>	<b>4,833</b>	<b>11,550</b>	<b>4,039</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,655</b>

**UNFUNDED CAPITAL PROJECTS**

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
ADDITIONAL GARDENS AND GROUNDS REHABILITATION	3251 S Miami Ave	4,700
ADDITIONAL MAIN HOUSE REHABILITATION	3251 S Miami Ave	26,000
FULL REHABILITATION OF VILLAGE / WEST PROPERTY	3251 S Miami Ave	17,289
HAMMOCK TRAIL AND SIGNAGE	3251 S Miami Ave	50
FACILITY IMPROVEMENTS - PARKING LOT	3251 S Miami Ave	30
FACILITY MAINTENANCE - PURCHASE SELF-PROPELLED POWER SWEEPER	3251 S Miami Ave	40
FACILITY RENOVATIONS - PUBLIC RESTROOMS	3251 S Miami Ave	60
<b>UNFUNDED TOTAL</b>		<b>48,169</b>